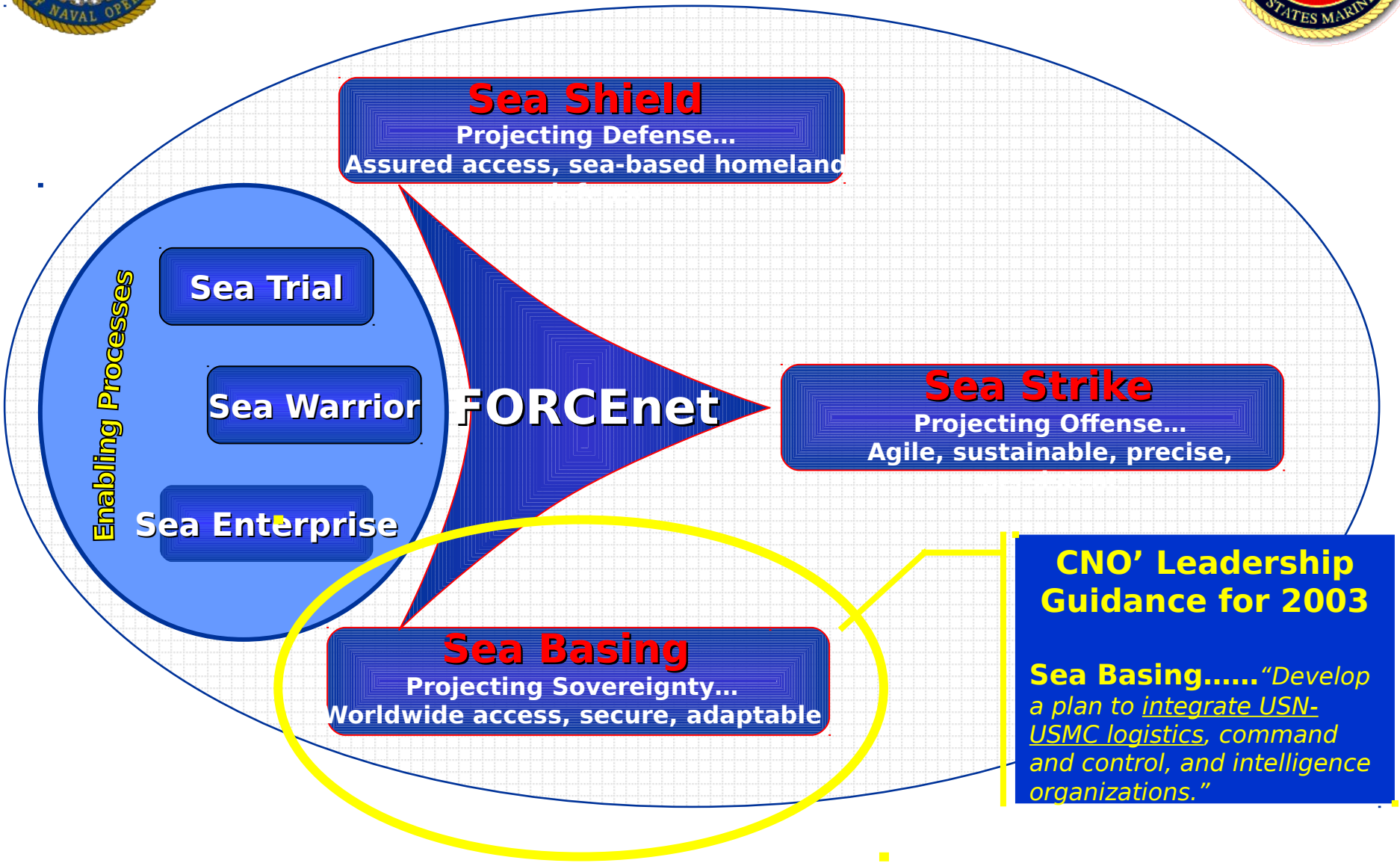
Navy/Marine Corps Logistics Integration

Agenda

Time	Topic	Speaker
1300 – 1310	Welcoming Remarks And Administrative Items	CAPT Barber
1310 – 1330	Kick Off ….Expectations	RDML Thompson/BGen Usher
1330 – 1415	NLI Process, Time Line, Areas of Mutual Concern, Roles And Responsibilities	CAPT Barber/Col Nixon
1415 – 1430	Break	
1430 - 1530	Initial Agenda Topics Review	CDR Polowczyk/Mr. Linkowitz
1530 – 1600	Identification And Prioritization Of Future Agenda Items	CAPT Barber/Col Nixon
1600 – 1615	Session Wrap Up and Action Item Review.	Col Nixon

Introduction



CNO' Leadership Guidance for 2003

Sea Basing…… *"Develop a plan to integrate USN-USMC logistics, command and control, and intelligence organizations."*

"…Future Marine Corps operational concepts, contained in Expeditionary Maneuver Warfare (EMW), will depend a great deal on the use of Naval Logistics. A cornerstone of our use will be with the emerging Naval Sea-Base concept…."

Aug 2001

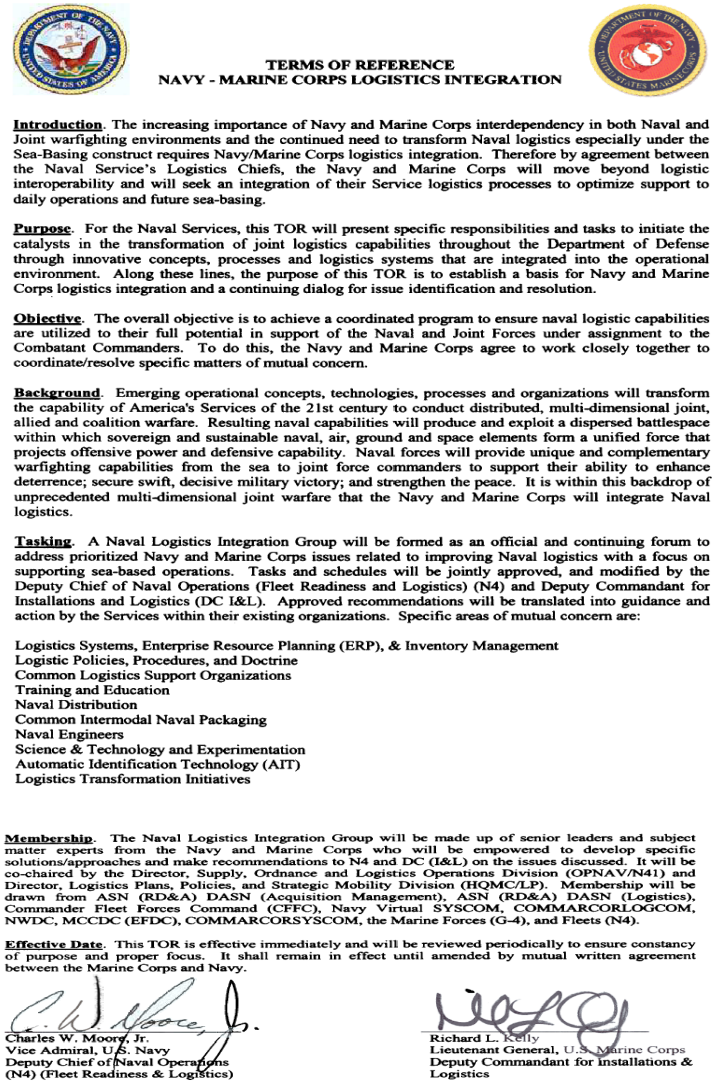
I&L and N4 TOR on

Naval Logistics Integration

Signed - July 2003

NLI Process, Areas of Mutual Concern, Time Line, & Roles and Responsibilities

Terms of Reference



TERMS OF REFERENCE
NAVY - MARINE CORPS LOGISTICS INTEGRATION

Introduction. The increasing importance of Navy and Marine Corps interdependency in both Naval and Joint warfighting environments and the continued need to transform Naval logistics especially under the Sea-Basing construct requires Navy/Marine Corps logistics integration. Therefore by agreement between the Naval Service's Logistics Chiefs, the Navy and Marine Corps will move beyond logistic interoperability and will seek an integration of their Service logistics processes to optimize support to daily operations and future sea-basing.

Purpose. For the Naval Services, this TOR will present specific responsibilities and tasks to initiate the catalysts in the transformation of joint logistics capabilities throughout the Department of Defense through innovative concepts, processes and logistics systems that are integrated into the operational environment. Along these lines, the purpose of this TOR is to establish a basis for Navy and Marine Corps logistics integration and a continuing dialog for issue identification and resolution.

Objective. The overall objective is to achieve a coordinated program to ensure naval logistic capabilities are utilized to their full potential in support of the Naval and Joint Forces under assignment to the Combatant Commanders. To do this, the Navy and Marine Corps agree to work closely together to coordinate/resolve specific matters of mutual concern.

Background. Emerging operational concepts, technologies, processes and organizations will transform the capability of America's Services of the 21st century to conduct distributed, multi-dimensional joint, allied and coalition warfare. Resulting naval capabilities will produce and exploit a dispersed battlespace within which sovereign and sustainable naval, air, ground and space elements form a unified force that projects offensive power and defensive capability. Naval forces will provide unique and complementary warfighting capabilities from the sea to joint force commanders to support their ability to enhance deterrence; secure swift, decisive military victory; and strengthen the peace. It is within this backdrop of unprecedented multi-dimensional joint warfare that the Navy and Marine Corps will integrate Naval logistics.

Tasking. A Naval Logistics Integration Group will be formed as an official and continuing forum to address prioritized Navy and Marine Corps issues related to improving Naval logistics with a focus on supporting sea-based operations. Tasks and schedules will be jointly approved, and modified by the Deputy Chief of Naval Operations (Fleet Readiness and Logistics) (N4) and Deputy Commandant for Installations and Logistics (DC I&L). Approved recommendations will be translated into guidance and action by the Services within their existing organizations. Specific areas of mutual concern are:

Logistics Systems, Enterprise Resource Planning (ERP), & Inventory Management
Logistic Policies, Procedures, and Doctrine
Common Logistics Support Organizations
Training and Education
Naval Distribution
Common Intermodal Naval Packaging
Naval Engineers
Science & Technology and Experimentation
Automatic Identification Technology (AIT)
Logistics Transformation Initiatives

Membership. The Naval Logistics Integration Group will be made up of senior leaders and subject matter experts from the Navy and Marine Corps who will be empowered to develop specific solutions/approaches and make recommendations to N4 and DC (I&L) on the issues discussed. It will be co-chaired by the Director, Supply, Ordnance and Logistics Operations Division (OPNAV/N41) and Director, Logistics Plans, Policies, and Strategic Mobility Division (HQMC/LP). Membership will be drawn from ASN (RD&A) DASN (Acquisition Management), ASN (RD&A) DASN (Logistics), Commander Fleet Forces Command (CFFC), Navy Virtual SYSCOM, COMMARCORLOGCOM, NWDC, MCCDC (EFDC), COMMARCORSYSCOM, the Marine Forces (G-4), and Fleets (N4).

Effective Date. This TOR is effective immediately and will be reviewed periodically to ensure constancy of purpose and proper focus. It shall remain in effect until amended by mutual written agreement between the Marine Corps and Navy.

Charles W. Moore, Jr.
Vice Admiral, U.S. Navy
Deputy Chief of Naval Operations
(N4) (Fleet Readiness & Logistics)

Richard L. Kelly
Lieutenant General, U.S. Marine Corps
Deputy Commandant for Installations & Logistics

Guidance

*"Develop a plan to **integrate USN-USMC logistics**, command and control, and intelligence organizations."*

Actions

TOR signed by VADM Moore, Deputy Chief of Naval Operations (Fleet Readiness & Logistics) and LtGen Kelly, Deputy Commandant for Installations & Logistics

- Establishes a basis for Navy and Marine Corps Logistics Integration.
- Forms a NLI working group - Co-chaired by RDML Thompson (OPNAV N41) and BGEN Usher (HQMC/LP)

Areas of Mutual Concern

- **Logistics Systems, Enterprise Resource Planning (ERP), & Inventory Management**
- **Logistic Policies, Procedures, and Doctrine**
- **Common Logistics Support Organizations/Instalations**
- **Training and Education**
- **Naval Distribution**
- **Common Intermodal Naval Packaging**
- **Naval Engineers**
- **Science & Technology and Experimentation**
- **Automatic Identification Technology (AIT)**
- **Logistics Transformation Initiatives**

NLI Organization

NLI Executive Group

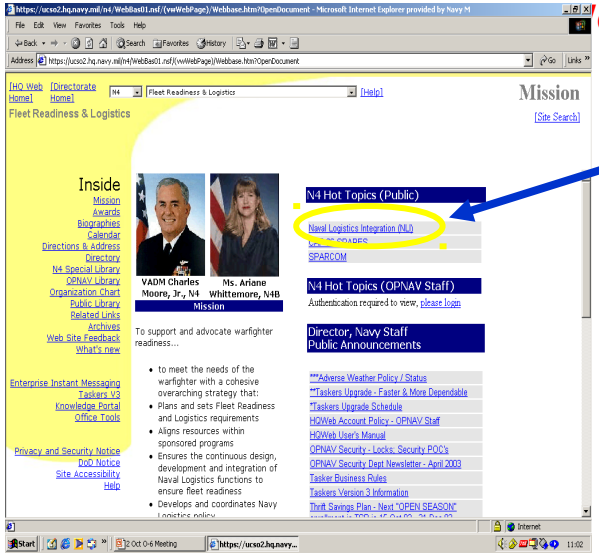
- OPNAV N41
- HQMC/LP
- NAVSUP
- COMARLOGCOM
- COMARCORSYSCOM
- CFFC N41
- DASN Logistics (as required)

O-6 Level Senior Board

- OPNAV N412
- HQMC/LPV
- NAVSUP 42
- MARCORLOGCOM
- MARCORSYSCOM
- CFFC N413
- MARFORLANT/G-4
- MARFORPAC/G-4
- NOLSC XO
- HQMC/LF
- CNI N00B
- Deputy DASN Logistics

NLI Process

- **Senior Board Responsibilities**
  - Pick topics, sets priorities, assign champions (Blue/Green) and monitor initiatives.
  - Topics must show at least one of these qualities: improve war-fighter capabilities, increase in readiness, reduction in work load, be a best business practice, produce savings or be a prerequisite for sea basing.
  - Quarterly meetings with virtual board meetings as required thru a NLI portal on the OPNAV N4 web page



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- **NLI link on N4 web page will host issues/briefs**
- **Goal is to limit meetings to decision points not reviews**

NLI Process

- **Blue/Green champion responsibilities:**
  - Vet issues across services and NLI senior board
  - Develop integration plan and NLI brief
    - Briefs to include issue, recommended solution, integration plan, savings (USN/USMC), challenges, capital required (USN/USMC), degree of Naval logistics integration achieved and metrics to measure progress for specific integration initiative
    - Working on a standard briefing template
- **Executive Group:**
  - Finalized issues will be presented to NLI executive group for approval.
    - Briefed by the champions.
  - Quarterly meetings
  - Approved issues and implementation plans are forwarded to OPNAV N4 and DC, I&L for formal acceptance.

Initial Time Line

October 2003

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

- Robust initial agenda with an aggressive schedule
- Communication thru virtual meetings will be the key

- **Near Term**
  - **2 October Senior Board meeting**
  - **2 October thru 23 OCT: Champions formulate integration briefs/distribute for comments to Senior Board who approve briefs prior to NLI Executive group.**
  - **23 October proposed first NLI Executive Group meeting**
- **Long Term**
  - **Quarterly meetings to monitor progress and work issues**

Progress Scorecard

- Working to assign a CNA study to map level of current integration
  - Build alignment matrix baseline
- Goal will be to map how each approved integration issue moves Navy and Marine Corps logistics into alignment.
  - For example:

	Current			After NLI	
Logistics Policies	Navy	USMC		Navy	USMC
Subarea:					
Afloat MEU support for Class IX	**Not aligned**	**Not aligned**			
Logistics Procedures					
Subarea:					
Expediting process	**Separate organization**	**Separate organizations**		**Aligned**	**Aligned**

Long Term Goal...

Make Naval Logistics

...More Naval!

Break

Integration Agenda Template

☐ Approved issue ☑ Unapproved issue ☐ Work in process by champions

ISSUE DESCRIPTION

Topic: Provide a brief issue description

Proposed Champions: Provide suggested Navy/USMC organizations that will lead integration effort

CHALLENGES

Provide any current challenges to implantati to include:

- Organizational changes
- Capital required
- Policy changes required

BENEFITS

Issue must contain at least one of these qualities:

- Improve war fighter capabilities
- Increase readiness
- Reduce workload
- Be a best business practice
- Be a prerequisite for Seabasing
- Produce savings

POTENTIAL INTERGRATION PLAN

Organizations effected:
Proposed integration time line:
Proposed metrics for the topic:
Expected alignment achieved:

POM 06 Initiatives

☐ Approved issue ☑ Unapproved issue ☐ Work in process by champions

ISSUE DESCRIPTION

POM 06: The senior member board will explore Naval Logistics Integration initiatives that will result in savings that can be harvested in POM 06 in support of ***Sea Enterprise***.

Proposed Champions: HQMC/LS/LR and OPNAV N41

CHALLENGES

- Harvesting savings across the Blue/Green funding split
- Short time frame for identification and implementation of POM 06 integration issues

BENEFITS

- Identification of integration issues that produce savings will help the Naval Services recapitalization efforts

POTENTIAL INTERGRATION PLAN

Organizations effected: Naval Service wide
Proposed integration time line: Identification and stratification of issues NLT Dec 03
Proposed metrics for the topic: Savings applied to Sea basing
Expected alignment achieved: Should achieve alignment in many areas of mutual concern contained in the TOR

Afloat MEU Support

☐ Approved issue ☑ Unapproved issue ☐ Work in process by champions

ISSUE DESCRIPTION

Afloat MEU support: Issue will look to integrate Afloat MEU support for consumables and repairables into current Navy afloat supply support. The topic will explore L and A class ships stocking material to
support embarked USMC ground units

Proposed Champions: NOLSC and HQMC/LPC

CHALLENGES

- The initiative will require capital to procure material for onboard stocks
- The initiative will require changes in USMC/Navy afloat procedures
- Afloat systems may not currently be able to record the financial transactions between blue/green

BENEFITS

- Providing USMC consumables and repairable material requirements from afloat stocks will improve deployed ground USMC readiness and reduce USMC customer wait time while deployed.

POTENTIAL INTEGRATION PLAN

Organizations effected: None
Proposed integration time line: Propose a pilot be
conducted on next deploying ESG. Effort will take lead time to implement
Proposed metrics for the topic: Measure USMC ACWT and other deployed USMC readiness rates.
Expected alignment achieved: The issue will bring
deployed USMC/Navy afloat supply support

Common Expediting Cells

☐ Approved issue ☑ Unapproved issue ☐ Work in process by champions

ISSUE DESCRIPTION

Common Expediting Cells: Look to integrate expediting cells into one combined Navy/USMC cell vice separate offices, people, functions

Proposed Champions: CFFC and MARCORLOGCOM

CHALLENGES

- Requires change in organizational structure for both Navy and USMC organizations
- Requires change in procedures
- May require shifting of billets and or transfer of funding between blue/green commands

BENEFITS

- Initiative should produce savings by eliminating redundant capabilities on both Navy and USMC staffs.
- Initiative should increase deployed readiness thru better expediting

POTENTIAL INTEGRATION PLAN

- Organizations effected: CTF , CFFC, MFL, MFP, MCSC MCLC, TYCOMS, FISC's,
- Proposed integration time line:
- Proposed metrics for the topic: Measure USMC ACWT and other deployed USMC readiness rates.
- Expected alignment achieved: The issue will bring USMC/Navy organizations into alignment

AIT Integration

☐ Approved issue ☑ Unapproved issue ☐ Work in process by champions

ISSUE DESCRIPTION

AIT Integration: AIT policy and execution must be integrated in a standard approach to maximize productivity and minimize logistics costs across DoN. The Naval Logistics Automatic Identification Technology (AIT) Integration Group was formed in May 03 to develop and refine Navy- Marine Corps AIT integration strategy. Efforts include AIT integration issues associated with Sea Basing, current and future AIT policy, and programmatics.

Proposed Champions: OPNAV N413 and HQMC (LPV).

CHALLENGES

- Data standardization and other technology issues. Ongoing…
- Potentially significant investment. Centrally fund or not?
- Standardize logistics processes. Specifically address potential changes in USMC/Navy afloat and deployment procedures.
- RFID Policy execution.

BENEFITS

- Issue will adopt best business practice that will streamline AIT efforts
- Integration of AIT may lead to savings

POTENTIAL INTEGRATION PLAN

Organizations effected: DoN-wide
Proposed integration time line: The Naval Logistics Automatic Identification Technology (AIT) Integration Group est. May 03. Regular meetings held approximately quarterly. SECNAVINST 5230 formally defines integration roles and is in chop now (est. completion 11/03).
Expected alignment achieved: Broad-reaching alignment in AIT investment and execution, including how AIS tools support USN- USMC

Operational Logistic Support Agencies

☐ Approved issue ☐ Unapproved issue ☐ Work in process by champions

ISSUE DESCRIPTION

Use of Operational logistic support agencies such as CTF: The issue will explore the ability to incorporate aspects of USMC support into CTF functions. (53/63/73)

Proposed Champions:
CFFC/MARCORLOGCOM

CHALLENGES

- Requires change in organizational structure for both Navy and USMC organizations
- Requires change in procedures
- May require shifting of billets and or transfer of funding between blue/green commands
- Will take time to implement

BENEFITS

- Initiative should produce savings by eliminating redundant capabilities on both Navy and USMC staffs for afloat operations.
- Initiative should increase deployed readiness thru better expediting and visibility of material movements into the AOR

POTENTIAL INTEGRATION PLAN

Organizations effected: CTF 53/63/73
Proposed integration time line:
Short term effort may be able to track some material, but long term effort will be to integrate the staff's
Proposed metrics for the topic:
Measure increase in USMC/Fleet readiness, ACWT, and other material movement indicators
Expected alignment achieved: Brings deployed forces support into closer alignment

USMC ATAC Policies

☐ Approved issue ☑ Unapproved issue ☐ Work in process by champions

ISSUE DESCRIPTION

<u>USMC ATAC policies and procedures:</u> The issue will explore the possibility of incorporating the use of ATAC for for both Navy and Marine retrograde

<u>Proposed Champions:</u>
NAVSUP/MARCORLOGCOM

CHALLENGES

- Requires change in policy and procedures from USMC commands
- May require additional resources on the blue side

BENEFITS

- The integration effort may lead to increase readiness/material availability
- The issue is integrating a potential best business
- The issue may identify some savings in spares.

POTENTIAL INTEGRATION PLAN

<u>Organizations effected</u>:ATAC/USMC deployed commands
<u>Proposed integration time line:</u> Short term conduct a pilot on a USMC ground unit to test ability to use ATAC
<u>Proposed metrics for the topic:</u>
Reduction in carcass charges and BK documents
<u>Expected alignment achieved:</u>

Seabee Material Support

☐ Approved issue ☑ Unapproved issue ☐ Work in process by champions

ISSUE DESCRIPTION

Integration of class IV material support to deployed Seabee battalions: Issue will explore the integration of Class IV construction and barrier material procurement and attainment support to deployed Seabees while they are attached to Marine Corps units. The effort will look to optimize and streamline the deployed support for the attainment of Class IV material.

CHALLENGES

- Implementation may require significant Marine Corps organizational changes to MEF and NCF structure
- Policy changes will be required by both Navy and Marine Corps.
- Development of Bills of Material (BOMs) to support expeditionary Advance Base Functional Components (ABFCs).
- The issue may involve DLA as the proposed class IV Executive Agent

BENEFITS

OPNAV N41-N46

- Proposed effort will improve war fighter capabilities by providing better access to construction materials.

POTENTIAL INTEGRATION PLAN

Organizations effected:
DLA/1NCD/MFL/MFP/MEFs
Proposed integration time line: Short term goals should be agreement on organizational structure required. Long term goal will be to incorporate DLA into the attainment plan for these types of material
Proposed metrics for the topic: Reduction in procurement lead time
Expected alignment achieved: Aligns Naval expeditionary supply support

Ordnance Handling & Reporting

☐ Approved issue ☐ Unapproved issue ☐ Work in process by champions

ISSUE DESCRIPTION

Ordnance Handling and reporting: Development of common naval ordnance packaging integrated with AIT and integrated IT systems and processes.

Proposed Champions: NOLSC & MCSC (AM)

CHALLENGES

- Implementation may require Marine Corps organizational changes to MEF structure
- Policy changes will be required by both Navy and Marine Corps.

BENEFITS

Proposed effort will improve war fighter capabilities by providing better access to ordnance.

POTENTIAL INTEGRATION PLAN

Organizations effected: NOLSC / MCSC (AM) / HQMC/ASL
Proposed integration time line: Short term goals should be agreement on organizational processes required and development towards common packaging.
Proposed metrics for the topic: Reduction in distribution costs.
Expected alignment achieved: Aligns Naval expeditionary ordnance support

Identification And Prioritization of Future Agenda Items

Next Steps

- Near Term
  - Next week:
    - Identify POM 06 issues and provide inputs to N412/HQMC LPV by 9 October
    - Work with selected champions to build integration plans and briefs for the NLI executive group
  - Next 2 weeks:
    - Develop a ROM for identified POM 06 issues and provide inputs to N412/HQMC LPV by 16 October
      - Will be used to brief the executive group as proposed POM 06 issues
  - Next 3 weeks
    - Review and approve blue/green champions NLI integration briefs via NLI Web Page
- Long Term
  - Next few months
    - Identify NLI issues in order to build a population of agenda items that can be used to step thru Naval Logistics Integration.

Session Wrap Up